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TRAINING AND DEVELOPMENT POLICY

It is the policy of the ~~Naval Intelligence Command (NIC)~~, consistent with Department of the Navy policy, that training and development opportunities will be provided to all employees to improve performance and productivity and to contribute to the attainment of Command missions, goals and objectives. Such opportunities will:

- Ensure a steady flow of capable, fully qualified and trained personnel to fill positions at all levels.
- Enhance retention of employees by providing them with opportunities for advancement commensurate with their abilities.
- Enhance recruitment of employees interested in long-term career opportunities and development.
- ✓ - Ensure training for new supervisors and managers within 90 days of assuming their supervisory/managerial positions.

Training and development must focus on specific, identified needs and be results oriented. Requirements must be communicated through the chain-of-command to management officials responsible for development and training of employees. Support for attendance at training and development activities must be based on established Command priorities and reflect a reasonable and equitable allocation of Command resources.

~~A major element of NIC's development policy is the establishment of career ladders within each occupational category.~~ Within each career ladder there must be a set of knowledges and skills required to progressively advance to a higher graded position in each occupation.

~~Training and development needs will be identified by supervisors and provided to senior management for consideration and for budget planning.~~

Consistent with the Equal Employment Opportunity Act of 1972, it is Command policy that there will be no discrimination in planning or conducting training programs, nor in the selection of employees participating in these training and developmental opportunities.

Selection for highly desirable training opportunities which cannot be offered to all qualified employees and training which will prepare an employee for advancement or promotion, or where there is an identified potential for advancement or promotion, will be based on merit selection procedures.

Military personnel who directly supervise civilian employees will be provided training in order to develop the same level of knowledge of civilian personnel policies and practices as their civilian supervisor counterparts.

Priorities for training are:

- Priority I - training that if not accomplished in the ensuing annual training cycle will result in a direct adverse effect on mission accomplishment. Training required by law or regulation (essential).

- Priority II - training which is required to provide for systematic replacement of skilled employees through developmental programs and if deferred beyond the ensuing training cycle will have an adverse effect on mission accomplishment in the period following (needed).

- Priority III - training which is required for an employee who is performing at an adequate level of competence, but which will increase his efficiency and productivity and may be accomplished after Priority I and Priority II needs have been met (helpful).

~~NIC supports the registration and maintenance of employees in the Defense Intelligence Special Career Automated System (DISCAS). DISCAS provides an opportunity for career broadening and rotational assignments and is also a source of available applicants for intelligence-related positions. Managers and supervisors are encouraged to augment standard recruiting procedures by utilizing the DISCAS referral system when filling vacant positions and rotational billets.~~

TRAINING AND CAREER DEVELOPMENT

(POINTS TO BE DISCUSSED)

TRAINING

1. Training for Naval Intelligence Command employees is coordinated through the Suitland Branch Office (NIC-SBO) and the Manpower, Personnel, Training and Administrative Department (NIC-01). NIC-01 handles technical intelligence/analytical training and NIC-SBO handles all other types.

2. Much of the intelligence/analytical training is done in-house, but outside sources such as the Defense Intelligence College (DIC), the Quality of Analysis Program (QAP) and the Defense Advanced Language and Area Studies Program (DALASP) are also used regularly.

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Strategy?

3. NIC-SBO maintains records of employee training and arranges for in-house professional, technical, administrative and clerical courses, where appropriate.

4. ~~The Naval Intelligence Command relies primarily on first-line supervisors in deciding what training is needed by their employees.~~ The Command has developed a list of recommended training courses, by grade level, for several occupational series. Command components conduct an annual survey of training needs and those surveys are used by NIC-SBO to plan in-house courses.

5. The Commander, Naval Intelligence Command, or Commanding Officers of NIC components make decisions on priorities when resources are not sufficient to meet all the Command training needs.

6. The Commanding Officer of each component command is responsible for ensuring that NIC policy is executed within the framework of its goals, objectives and budget limitations. Each Commanding Officer must ensure that all training given will enhance the accomplishment of current missions.

7. ~~NIC training curriculum contains the following major groupings of courses: (a) Intelligence/analytical, (b) Technical, (c) Supervisory/managerial, (d) Administrative and (e) Clerical. Priority is usually established in that order.~~

8. ~~A major push is planned to dramatically increase supervisory/managerial training.~~ NIC feels that improvements in that area will do more to enhance our ability to accomplish Command missions than any other area.

9. The development most likely to impact on the NIC training curriculum will be ~~implementation of the new Civilian Intelligence Personnel Management System (CIPMS).~~ Implementation of

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CIPMS will effect a number of major changes in every area of personnel management. Many hours of training will be expended to train NIC employees at all levels in the requirements/provisions of this new system.

10. The Commander, Naval Intelligence Command, or Commanding Officers of NIC components determine the amount of resources devoted to training. When resources vs. opportunities conflicts arise, training needs are placed in priority order, based on their relative importance to Command missions.

11. When training needs are identified, NIC-SBO determines the most cost-effective means to meet those needs and makes appropriate recommendations to NIC components.

✓ 12. A New Employee Orientation class is mandatory for all new employees. Certain Command career-ladder positions require specific courses to be taken before the employee may be promoted to the next grade level.

13. In some cases, "mandatory" training courses may be waived, if the supervisor certifies that the employee already has the knowledge or skill normally attained by attending that course.

14. Attendance at external training courses or in-house courses is decided in the same manner, taking into consideration training needs, priorities and available resources. NIC components plan training within their budgeted training resources.

CAREER DEVELOPMENT

1. A major element of career development for Naval Intelligence Command employees is the establishment of career ladders within most occupational categories. Training needs are monitored to ensure that employees gain the knowledge and skills required for promotion to the next grade level.

✓ 2. Developmental rotational assignments are used in some areas to provide employees exposure to other operating areas/career fields.

3. NIC participation in the Defense Intelligence Special Career Automated System (DISCAS) provides opportunities for career broadening and rotational assignments.

* 4. When the new Civilian Intelligence Personnel Management System (CIPMS) is implemented, NIC will have separate career ladders, or "tracks" for supervisory/management/executive personnel and for subject matter "experts." This "dual track" system will be available for a number of occupational

categories, including engineers, scientists and intelligence specialists.

5. In the event of conflict between career development aspirations of employees and organizational needs, the Commander, Naval Intelligence Command, or Commanding Officers of NIC components resolve the problem based on mission requirements.

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SCHEDULE A

Naval Intelligence
Command
(Organization)

TRAINING BY LOCATION DURING FY 1987

	<u>Number of Enrollments</u>	<u>Time Spent In Training</u> (1) (days)	<u>Average Days Training Per Employee</u> (2)	<u>Costs</u> (3)
Subtotal, training conducted inside the organization (4)	173	455	.3	\$77,437.00
Subtotal, training conducted outside the organization	515	1,578	.8	\$438,813.00
TOTAL, TRAINING	688	2,033	1.1	\$516,250.00

- (1) Give in days or years; 230 days equate to one year. For part-time training, double the time spent in classroom instruction and convert to days using the standard eight-hour workday.
- (2) Divide organization workyears during the fiscal year by the total time spent in training.
- (3) Dollars in thousands; use budget figures.
- (4) Attendance only in formal courses; do not include on-the-job training.

SCHEDULE B

Naval Intelligence
Command
(Organization)

TRAINING BY TYPE DURING FY 1987

	<u>Number of Enrollments</u>	<u>Time Spent In Training</u> (1) (days)	<u>Average Days Training Per Employee</u> (2)	<u>Costs</u> (3)
Subtotal, Management and supervisory training	289	1,156.0	.60	\$205,495.00
Subtotal, executive development training	11	110.0	.06	\$29,250.00
Subtotal, mandated skills training (4)	66	41.3	.02	\$14,850.00
Subtotal, training not in other subtotals	322	715.7	.42	\$266,655.00
TOTAL, ALL TYPES OF TRAINING	688	2,023.0	1.1	\$516,250.00

(1) Give in days or years; 230 days equate to one year; for part-time training double the time spent in classroom instruction and convert to days using the standard eight-hour workday.

(2) Divide organization workyears during the fiscal year by the total time spent in training.

(3) Dollars in thousands; use budget figures.

(4) Indicate by separate noting if mandated skills training includes management and supervisory or executive development training.

SCHEDULE C

Naval Intelligence
Command
(Organization)

RESOURCES DEVOTED TO TRAINING AND CAREER DEVELOPMENT DURING FY 1987

	<u>Total Staff Years</u>	<u>Staff Years Per 100 Employees</u>
Staff assigned to training and career development activities	1.0	.05